



**PAN AFRICA CHRISTIAN UNIVERSITY**

**MASTER OF BUSINESS ADMINISTRATION**

**END OF TERM EXAMINATION**

**DEPARTMENT: BUSINESS**

**COURSE CODE: STM 602**

**COURSE TITLE: STRATEGIC LEADERSHIP**

**EXAM DATE:**

**TIME: 3 HOURS**

**INSTRUCTIONS**

- Read all questions carefully before attempting.
- Answer four Questions only question one is **compulsory**

***Read the case below and answer questions one, two, and three***

**Doug Conant: Providing Effective Strategic Leadership at Campbell Soup Company**

Doug Conant was brought in as Chief Executive Officer of Campbell Soup six years ago. During that period he has cultivated diverse employees at all levels of the organization, empowered them and ensured successes are celebrated. Much of the success that Campbell has experienced in the last six years under Doug Conant's leadership as CEO can be traced to recognizing and utilizing the values generated with a diverse workforce and ensuring employee involvement in decision-making. This has been paramount for the successful turn-around

orchestrated by Conant of a beleaguered soup company into one of the food industry's best performers.

Conant readily gives credit to others for the firm's achievements and continuously deflects praise about his role in Campbell's turnaround. He's anxious to celebrate what's right about employees' work and attitudes rather than what's wrong. Framing inspiring vision and mission statements were among the first actions he took as CEO. He believes strongly in workforce empowerment, saying "Our goal as a company is to cultivate an empowered employee population that brings new and richer perspectives to their jobs and enables us to better understand, anticipate and respond to the changed marketplace."

Mr. Conant admits that he doesn't have all the answers and that the key to "new and richer perspectives" of Campbell Soup lie within its diverse employee base. Several principles guide Conant's work as a strategic leader. Using a personal touch to interact with people, working with individuals to jointly determine performance expectations and creating opportunities for every person to succeed are some of the direction-providing principles Conant follows as a strategic leader. In addition, employees are encouraged to be creative and innovative.

#### **QUESTION ONE(Compulsory)**

- a) Describe the ways in which diversity in management helped in the turnaround of Campbell Soup Company. (5 marks)
- b) Identify and explain the type of leader the CEO of Campbell Company is (5marks)

#### **QUESTION TWO**

Explain any five roles of an organization's strategic leadership in its vision and mission.

( 10marks)

#### **QUESTION THREE**

Explain the various methods the CEO and the organization can adopt and sustain the momentum of success of a company in the long run. (10 marks)

#### **QUESTION FOUR**

The future of strategic leadership is likely to be turbulent". Incisively comment on this

Statement.

(10marks)

#### **QUESTION FIVE**

- a) Citing relevant examples describe any **FIVE** skills that a strategic leader must possess (5marks)
- b) Describe the relevance of a balanced scorecard concept in assessing the success and performance of a company (5 mark)

### **QUESTION SIX**

- a) Explain the concept of leadership development and briefly describe the various methods of actualizing it ( 5mks)
- b) Explain the relevance of attractive compensation for the executives and high-profile staff in an organization (5mks)